



**Comprehensive Concurrent Evaluation**

**MBA II/SEM III/316OSCM- Operations & Service Strategy**

**Faculty Name:- Prof.Nilambari Moholkar**

**Important Instructions:**

1. The subject is evaluated on the basis of three components

<b>Group</b>	<b>Components</b>	<b>Total Marks</b>	<b>Date of Submission</b>
1	Written Home Assignment	50	10 <sup>th</sup> Feb 2023
2	Case Study	50	13 <sup>th</sup> Feb 2023

2. Assignments to be mailed to be submitted in person.
3. Student Name, Contact number, email-id, Specialization, Component must be clearly mentioned.



**Component A**  
**Written Home Assignment**

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1. Describe about the difference between Relationship Between business grand strategies & the operations strategy?
2. Explain Elements of Operations Strategy?
3. Stake holders & strategy of engine manufacturing company?
4. How does Lean manufacturing eliminate waste?
5. Give two key performance Indicators of Horvath & Partners?
6. What are the differences between manufacturing and service organizations in terms of operations strategy?
7. Define various concepts of Service opportunity and Service growth.
8. Summarize Organizational issues operational approaches to improving.
9. why products sell in the
10. Determine the value of Order Winners and Order Qualifiers in operation strategy?



## **Group B**

### **Case Study**

#### **Outsourcing of Hospital Services**

Due to financial pressures that many hospitals face, Deaconess Clinic in Billings, Montana, decided to outsource a number of services, although in somewhat different ways.

First, the hospital outsourced its cafeteria food service. Although the food service employees were hired by the outside firm, they still felt a sense of ownership of their jobs, and still felt connected to the hospital because of the family atmosphere in the kitchen and the cafeteria.

When the hospital tried the same thing with housekeeping, employee turnover became a problem. An investigation revealed that because the housekeeping employees were more isolated in their work, they lost what little feeling of being connected to the hospital they had. The problem was solved by hiring the employees back but using the outsource company to manage housekeeping.

The hospital also decided to outsource its laundry service. This time the hospital approached a rival hospital about joining it in outsourcing laundry service.

#### **Questions**

1. In some instances the outsourced service occurs in a different location, while in others it takes place inside the organization doing the outsourcing, as the food service did in this case. What advantages were there in having the out sourced work performed within the hospital? Suppose a different hospital outsourced its food service but decided not to have the work performed in-house. What might its rationale be?
2. In the housekeeping situation, why not just forget about outsourcing, especially since the hospital ended up rehiring its employees anyway?
3. For laundry service, what might have been the rationale for asking another hospital to join it?

#### **Case Study**

##### **UPD Manufacturing**

UPD Manufacturing produces a range of health care appliances for hospital as well as for home use. The company has experienced a steady demand for its products, which are highly regarded in the health care field. Recently the company has undertaken a review of its inventory ordering procedures as part of a larger effort to reduce costs.

One of the company's products is a blood pressure testing kit. UPD manufactures all of the components for the kit in-house except for the digital display unit. The display units are ordered at six-week intervals from the supplier. This ordering system began about five years ago, because the supplier insisted on it. However, that supplier was bought out by another supplier about a year ago, and the six-week ordering requirement is no longer in place. Nonetheless, UPD has continued to use the six-week ordering policy. According to



purchasing manager Tom Chambers, "Unless somebody can give me a reason for changing, I'm going to stick with what we've been doing. I don't have time to reinvent the wheel"

Further discussions with Tom revealed a cost of £ 32 to order and receive a shipment of display units from the supplier. The company assembles 89 kits a week. Also information from Sara James, in Accounting, indicated a weekly carrying cost of \$0.08 for each display unit.

The supplier has been quite reliable with deliveries; orders are received five working days after faxed to the supplier. Tom indicated that as far as he was concerned, lead-time variability is virtually nonexistent.

#### Questions

1. Would using an order interval other than every six weeks reduce costs? If so, what order interval would be best, and what order size would that involve?
2. Would you recommend changing to the optimal order interval? Explain.

